

Don't Blame the Supervisors: Develop Them as Safety Force Multipliers



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BCSP

**Board of Certified
Safety Professionals**

— Since 1969 —

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After occupational injuries or illnesses or property damage incidents

Organizations conduct reviews or investigations

Some are nothing more than

Fault Finding Inquiries

Quickly trying to identify who made a mistake, deviated from an established procedure, did not do this or that.....

Blame Someone

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- **Improving Human Performance**

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- Consequence can be eliminated or minimized
- **Error-likely situations are predictable, manageable, and preventable.**

Human Errors

- Accidents can be caused directly employees errors.
- Employees tend not to make errors deliberately.
- Employees are often 'set up to fail' by:
 - The way the brain processes information
 - Training received
 - The design of processes, equipment and procedures
 - Culture of the organization they work for

Human Errors

- Employees can make disastrous decisions even when they are aware of the risks.
- They can also misinterpret a situation and take wrong action or no action.
- These can cause a small incident to escalate to catastrophic event level.

Why Supervisor Focus?



Companies with exceptional performance understated that:

- Safety is a function of line management.
- Supervisors are key to an organization to achieve:
 - Excellence in safety and health.
 - Outstanding productivity and return on investment.

Supervisor

“Any individual having authority, in the interest of the employer, to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the forgoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of *independent judgment*.”

**U.S. National Labor Relations Act Title 29, Chapter 7,
Subchapter 11, US Code**

Supervisors Companies Want

- Trained and Knowledgeable.
- Skilled.
- Close to the work environment.
- Know their personnel.
- Dependable.
- Positive Influence.
- Leaders.

Supervisors Selection and Development Process Used by Some Companies

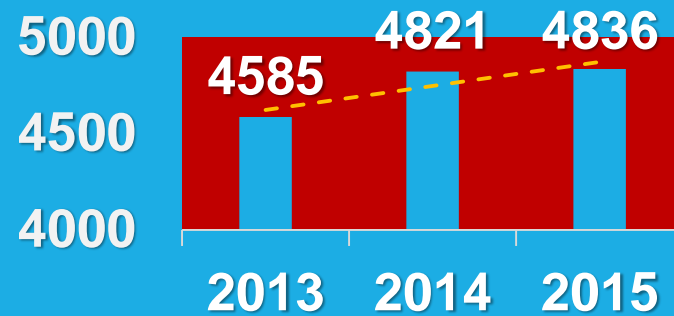
- Good worker SHOULD be a good supervisor.
- “On the job training” has worked in the past.
- Knows the craft... Attended OSHA Training.
- Dad has worked for us for 25 years.
- This is the way we have always done it!
- We HOPE.....

Key Aspects for Supervisor Performance

- Defined Responsibility
- Adequate Resources
- Corresponding Authority
- Clear Accountability
- Continuous Professional Development

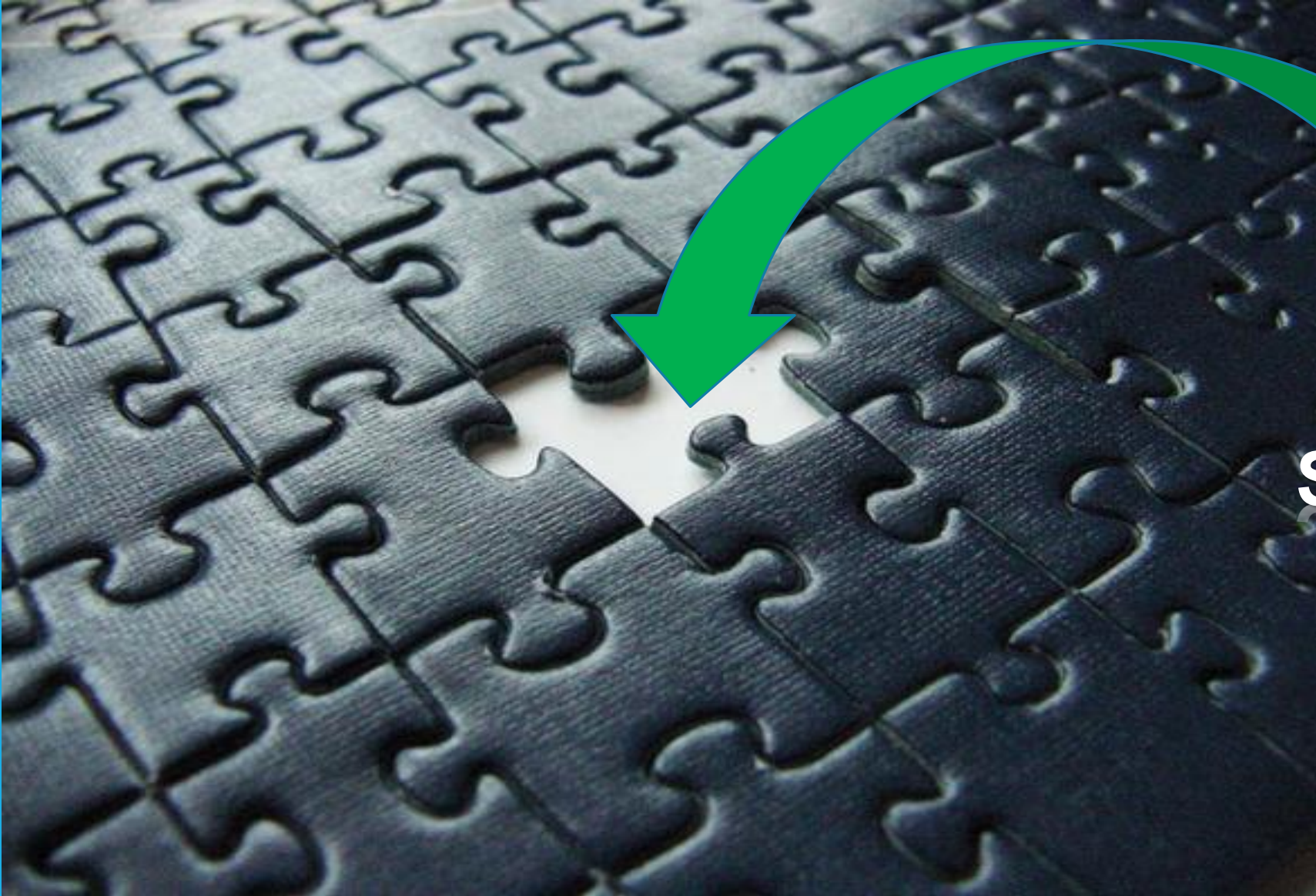
U.S. Fatal Occupational Injuries

4,836 fatal work related injuries, highest annual total since 2008



Bureau of Labor Statistics. 2015 Census of Fatal Occupational Injuries (CFOI)





Supervisors

Safety Competent Supervisors

- Are less likely to initiate situations that could lead to incidents.
- Can detect early signs that an incident is possible and prevent it from occurring.
- Can mitigate the impact to reduce the potential for damage to people, property and the environment.

Continuous Professional Development of Supervisors

Critical for sustainable performance:

- Safety
- Production
- Quality
- Environment

Tools for Professional Development of Supervisors

Safety Trained Supervisor (STS)

Safety Trained Supervisor Construction (STSC) Certifications

Board of Certified Safety Professionals

Supervisors Safety Development Program

Safety Management Techniques

National Safety Council

Foundation of Safety Leadership

CWPR - The Center for Construction Research and Training

Professional Development of Supervisors STS and STSC



STS[®]
Safety
Trained
Supervisor[®]



STSC[®]
Safety Trained
Supervisor
Construction[®]

Professional Development of Supervisors STS and STSC



1. Safety Program Implementation
2. Hazard Identification and Control
3. Health Hazards and Basic Industrial Hygiene
4. Emergency Preparedness and Management
5. Leadership, Communication and Training

Professional Development of Supervisors STS and STSC



1. Safety Program Implementation

Knowledge of:

- Environmental, health and safety programs implementation
- Job safety/task hazard analysis
- Incident investigation processes and documentation
- Safety inspections and audits

Professional Development of Supervisors STS and STSC

2. Hazard Identification and Control



Knowledge of:

- Electrical, excavation, hot work, material handling, working at heights, walking/working surfaces, hand and power tools, rotating & moving equipment, housekeeping: hazards & controls.
- Confined spaces and energy control requirements
- Globally Harmonizes System classification & labeling of chemicals
- Personal protective equipment
- Hierarchy of controls

Professional Development of Supervisors STS and STSC

Detailed Blueprint and more information available at

www.bcsp.org

Targeted Toward

- **Supervisors**
 - Crew Chiefs
 - Foremen
 - Future Supervisory Candidates
- **Group Leaders**
 - Safety Committee Members
 - Departmental Safety Liaisons/Champions
- **Leadership**
 - Senior Executives
 - Managers at all levels within the organization

Feedback from Employers Supervisors with STS and STSC

- Increased involvement in all safety efforts.
- Increased overall safety program and OSHA compliance
- Increased professionalism and safety ownership.
- Better client and subcontractor relationships.
- Enhanced technical confidence level and morale.
- Able to take on additional project safety responsibilities.

Safety Force Multipliers

Questions to Consider

- Has your company defined the competencies (knowledge and skills) needed by all supervisors?
- Do you have a formal process to select and develop employees for supervisory positions?
- Is it a continuous supervisor professional development process?

Summary



- Blaming supervisors does not improve safety and health performance and deteriorates morale.
- Supervisors' safety competency is critical for successful safety performance and business continuity.
- BCSP certifies Safety Trained Supervisors – STS and STSC. **Safety Force Multipliers.**
- STS and STSC are excellent tools for professional development of supervisors in the line organization.

Thank you!